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District helps dispose of unexploded ordnance at Massachusetts Military Reservation

The New England District and the Huntsville Engineering and Support Center will assist the U.S. Army National Guard by using a sophisticated detonation chamber to safely dispose of ordnance such as shells and other munitions. The ordnance is stockpiled within the Impact Area at Camp Edwards, located in the Massachusetts Military Reservation, Cape Cod, Massachusetts. The disposal is set to take place in mid-June at a cost of approximately \$500,000.

The work is being performed in compliance with U.S. Environmental Protection Agency directives under the Safe Drinking Water Act (PL 93-523, as amended).

The 2,000 plus acre Impact Area

has historically been used as a range for the firing of field artillery (105/155) and mortars. The site was last used for field artillery in 1985 and for mortars in 1997.

Presently, approximately 200 pieces of ordnance have been collected from the surface of, and stockpiled within, the Impact Area. In addition, it is anticipated that additional ordnance will be uncovered during the excavation phase of the study.

The Corps of Engineers, through its contractor, Sudhakar Company, Inc., of Huntsville, Ala., will assess the condition of the unexploded ordnance, determine if it is safe to move, and if so, transport it to a specially-designed chamber for detonation, and properly

dispose of any residual metal debris.

A six-foot-high chain link fence topped by three strands of barbed wire will enclose the chamber, situated at the approximately 2,800-square-foot site at a crossroads within the Impact Area known as Five Corners. In a separate, adjacent fenced area will be located a "Day Box" for temporarily storing the explosive materials needed during chamber operations each day. In addition, a 750-foot exclusion or buffer zone around the chamber site will be observed at all times the chamber is in use.

Unexploded ordnance will be placed in portable wooden ammunition boxes, which will have a sand layer in the bottom of the box to cushion the shells. The boxes then will be secured in place, on the sandbag-lined bed of a pickup truck, to prevent movement during transport to the detonation chamber.

Upon arrival at the chamber site, the chamber operators, supervised by experienced unexploded ordnance personnel, will wrap each shell in an explosive blanket before it is placed within the chamber. Once this has been completed and the chamber sealed, the explosion will occur. During the actual explosion, the sound generated will be similar to the slamming of a heavy door. The chamber is expected to arrive at the site in mid-June and work will proceed during daylight hours, ten hours per day, Monday through Thursday, for approximately two weeks to dispose of the stockpiled ordnance. No work will be undertaken at night or on the week-

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Unexploded ordnance will be placed inside this trailer-mounted chamber and detonated at the Massachusetts Military Reservation. A ceremony unveiling the chamber to the public was held on June 14.

Yankee Voices

Dan Bradley
Construction/Operations



Congratulations

...to **Mike Adams**, Regulatory, and his wife, **Alisha**, on the birth of their son, **Michael, Jr.**, May 12.

Michael, the couple's fourth child, weighed over seven pounds. He joins his three sisters, **Abigail**, **Alizabeth** and **Adiana**, in the family circle.

Sympathy

...to the family of retiree **Richard "Dick" Thresher** who passed away May 13. He retired from the Corps in New England in 1988.

Mr. Thresher was the Project Manager of Union Village Dam, East Thetford, Vermont, for 14 years and the Assistant Project Manager for 14 years. He served in the Army from 1951-53, during which time he was stationed in Korea and Iceland.

...to **Joanne Barry**, Regulatory, on the passing of her father, **Charles Vincent Barry**, May 23.

Survey data adds value to District EOC, contingency mission planning

by **Larry Rosenberg**
Chief, Public Affairs

There has been much said about the changing environment of the Corps, and I for one do not believe it -- oh my, is someone yelling "heretic?". We are still the same public service agency we've always been -- just some of the ways we do business have changed, that's all.

In fact, I believe our missions have never been clearer and encompassing... that our business processes are stronger than ever with our maturing Project Management sensibilities... and that my peers (from every profession and career field) have a shared work ethic and similar corporate-cultural values, all very grounded in public service.

The fact (as I see it) is that our so-called ever-changing culture has not impacted on our core values -- values which stem directly from our commitment to serve the public and the Nation. And I prove this not with rumor and innuendo, but with the cold-hard facts of a survey which was conducted by one of our Strategic Planning Group teams. The survey, conducted approximately 60 days ago, attempted to identify the issues (as perceived by the entire work force) associated with our support of the Corps' contingency missions within the area of responsibility that falls under the North Atlantic Division.

And guess what we found out? Of the 656 surveys distributed, 237 individuals took the time to answer the questions. And of these 237 individuals, 143 of us showed genuine interest in supporting Army operations that benefited the many -- people, cultures, nations, and economic social systems -- all over the world. And some say civil service died 20 years ago!

I should point out that nobody just said they'd pack their bags, leave their family and friends and the comfort of their homes to support these missions. But to a person, the opinions and concerns expressed would lead one to believe that it (support to the Army's world-wide contingency missions) could be realized by just using common sense and by adding a bit of value to the mix.

Don't believe me (?) -- so many skeptics, too many cynics -- check it out yourself. We've established a link to the actual survey results in a PowerPoint presentation (<http://naeiis/exec/depl/index.htm>) and decide for yourself.

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Commander's Column:

Are you all you can be? You're next promotion is at stake!

by Colonel Brian E. Osterndorf
District Engineer



I hope this eye-grabbing headline got your attention. You are a talented and capable person, and you have made countless contributions to the District. You have done everything asked of you, always with a smile and kind heart, you know the system and can recite Corps regulations backwards and forwards. You have been there, done that, got the T-shirt.

And you have not been selected for a position that would have meant a promotion, even though you have applied several times.

Try this statistic on for size. The selection statistics of GM15s, and supervisory GM14s, throughout the Corps, over the last few years, is quite revealing:

27% of the selections were from that same District;

17% of the selections were from outside the District, but within that Division;

36% of the selections were from outside that Division, but within the Corps, and;

20% of the selections were from outside the Corps.

In other words, at the level where you would think specific experience and understanding of a District's missions and personnel were most essential, you are statistically far more likely to be hired if you are from outside that Division!

OK, now that I really have your attention, let me provide you some insights that I have gained on how to improve your chances. Most of this discussion is oriented towards the professional grade series, but some of the basics apply to everyone. The important lesson is: Once you understand the skills, attributes and attitudes a selection panel is looking for, you can better prepare yourself for success.

POINT ONE – Technical Competence Gets You To The Dance, But That Doesn't Mean You Will Waltz With The Prom Queen. A selection panel will always assess technical competence and that becomes an important selection factor. The better you are able to clearly articulate your professional competence, and as importantly, the skills and abilities that you will be able to apply to that higher position, the better your chances. But, the other applicants, your competition, will have built pretty impressive resumes as well. More often than not, a good presentation of knowledge, skills and abilities, based on your experiences, will only get you through an initial screening. The above statistics suggest that there is something more you have to bring to the selection panel.

POINT TWO – Professionals Do Professional Things. You want to portray to the selection panel that you are a serious professional, ready to accept new responsibilities. Selection panels have an expectation that serious professionals make the efforts to enhance their professional standing. Professional Certification and Licensing, affiliation and involvement in professional organizations, continuing education and advanced degrees, and the publication of your work in professional journals provide a clear image to the panel of your commitment to professionalism. In many ways, these are indicators of your potential to readily accept new responsibilities.

POINT THREE – Being Pleasingly Plump. As you progress through an organization, you are expected to develop a broader perspective of things, and apply a wider variety of experiences to an issue. Remember that a panel

'The better you are able to clearly articulate your professional competence, and as importantly, the skills and abilities that you will be able to apply to that higher position, the better your chances.'

- Col. Osterndorf

is trying to gauge how well you will do in your next job, not how well you did in your current one. As a rule, the more senior the position, the greater the value placed on having a diversity of assignments, both geographically and technically, than specific expertise in a narrow field. It is important that you highlight leadership roles you have assumed, and your ability to work on a highly functional team. Leadership training and development can enhance the panel's picture of the diversity of experiences that you have had. Show them that you have tackled the hard challenges.

POINT FOUR – I Know You, You Know Me, We're A Happy Family. Sorry, that song only works for Barney, the purple dinosaur. Don't take anything for granted; don't think that because you are known that you have an advantage. Whether you are a member of the organization

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Lt. Col. Rovero presented Professor Ho with a Bunker Hill plaque for participating in the District's celebration.



Asian dance was one of the highlights of the celebration.

District celebrates Asian American/Pacific Islander Heritage

The Equal Employment Opportunity Office celebrated its annual Asian/Pacific American Heritage Month Observance with a keynote speaker, cultural performance, and a food sampling indicative of their heritage on May 18 at noon in the cafeteria.

Farrell McMillan served as the Master of Ceremonies for the event. He introduced Lt. Col. John Rovero, Deputy District Engineer, who welcomed the audience.

Chiway Hsiung, Asian American/Pacific Islander Program Manager in-

troduced this year's keynote speaker, Professor Larry Y.C. Ho of Harvard University. Professor Ho's talk focused on this year's theme, "Voices for the Millennium." Professor Ho answered questions at the end of his presentation. Chiway introduced Ms. Chu Ling and members of her dance company who performed several cultural dance numbers.

Lt. Col. Rovero presented Professor Ho with a Bunker Hill plaque and Ms. Chu with a Certificate of Appreciation for participating in the New

England District's program.

Farrell concluded the celebration by inviting guests to sample various Asian dishes that were prepared by the Yangtze River Restaurant located in Lexington, Mass.

Professor Ho is the T. Jefferson Coolidge Chair in Applied Mathematics and the Gordon McKay Professor of Systems Engineering at Harvard University. He has published over 140 articles and three books. He is on the editorial boards of several international journals and is the editor-in-chief of the international Journal on Discrete Event Dynamic Systems.

He is the recipient of various fellowships and awards including the Guggenheim (1970) and the Institute of Electrical Electronics Engineers (IEEE) Field Award for Control Engineering and Science (1989), the Chiang Technology Achievement Prize (1993), the Bellman Control Heritage Award (1999) of the American Automatic Control Council, and the ASME Rufus Oldenburger Award (1999). He is a Life Fellow of IEEE and was elected a member of the U.S. National Academy of Engineering.

Professor Ho's current research interests lie at the intersection of control system theory, operations research, and computational intelligence.



A dancer uses colorful ribbon in her dance sequence.



Photos by Mark McInerney.

Samplings of Asian American cuisine were made available to the audience at the reception following the presentation.

In 1988, Ms. Chu founded the Chu Ling Dance School in Boston. Her professional experience includes Instructor and Choreographer for the Hua Xia Chinese Dance Group, Hua Zi

Dance Group, Phoenix Dance Group and others. She was the producer of the "Rainbow of the Century" at the Tremont Theatre in Boston (1998); one of the two choreographers and teach-

ers for the "Tremont Street Dance Project," which was sponsored by the First Night Neighborhood network (1999); and was one of six Boston-area choreographers selected for "Boston Moves," sponsored by the Dance Umbrella Company.

Ms. Chu has received numerous awards and honors including receiving the title of "Distinguished National Choreographer" in China (1991); "Song of Zhujiang" Second Prize Award at the Guangdong International Art Festival (1993); "Chu Ling and her Works" broadcast on Chinese Central Television (1993); and "Southern Dream" received Distinguished Choreography Award in Guangdong (1995).

Dianna Rider is the District's Equal Employment Opportunity Officer. Chiway's Asian/Pacific Program committee members are Janet Brayden, Mary Dunn, Duban Montoya, Anna Revere, Jennifer Flanagan, and Jackie DiDomenico.

District searches for better ways of doing business

There is a saying that someone is always trying to build a better mousetrap. At the New England District, that someone is defined as a District total team effort with the Resource Management Office and their mousetrap in the form of the business improvement process.

The business improvement process is a program that has been in place for two years within the RMO and examines various functions, activities, and processes that take place within the District. Its aim is to find better, more efficient, and effective ways of conducting business.

According to Steve Andon of the Resource Management Office, the business improvement process and the suggestion program are similar in some ways, but have a distinct difference in others. "In the suggestion program, the suggestor points out the issues and comes up with the recommended solution," he explained. "With the business improvement process the suggestor points

out an issue, which is generally much larger and complex in scope and the business improvement team tries to find the best solution."

Another difference between the two programs is where the idea of change originates. Most of the ideas are the result of the senior leaders discussing ideas amongst themselves, and as those discussions mature, they develop into one or two initiatives that are assigned to RMO, who then performs a "reconnaissance" study. If the idea is proven to have merit, the RMO brings the information to the senior leaders and the commander. If the initiative receives an endorsement from the commander, the business improvement team investigates the initiative in detail.

The business improvement process is not without controversy. One criticism has been that not every initiative being studied is announced. "There is a tremendous difference between someone coming up with an idea and having that idea seriously considered," said

Steve. "If every single idea was immediately transmitted throughout the District, I think what would be happening is that I would be causing concern and turmoil."

Steve explained that before a full "corporate" analysis of any initiative, the idea must be supported by the senior leaders and by the commander. "That is when we try to explain exactly what the goals, objectives, the purpose and the what potential returns are going to be for that initiative," he said. "The status of all ongoing initiatives are discussed at staff meetings, the strategic planning group and the district management review."

"Generally speaking, the senior leaders are generating these initiatives," said Steve. "The Resource Management Office staff is the tool subsequently used to move an idea or initiative from a concept to a tangible study or review. The decision to pursue or not to pursue a study in-

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Ecologists holds bioengineering seminar at Concord Park

The New England District, under Section 14 of the Corps Continuing Authorities Program, is often requested to design solutions to erosion problems along natural watercourses throughout New England.

Increasingly, environmental agencies prefer the use of vegetation to control erosion, a soft-structure, as compared to the traditional engineering solutions using rock rip rap or concrete-line channels.

Because riparian vegetation, or the vegetation located along the banks of watercourses, provides wildlife habitat, shading, aesthetic value and erosion control, more emphasis is needed to preserve this habitat through bioengineering erosion control solutions.

Bioengineering is the combination of biological, mechanical, and ecological concepts to control erosion through

the use of vegetation or in combination with construction materials.

Through the cooperative efforts of Evaluation Branch and Planning Branch of Engineering/Planning Division, Mr. Hollis Allen, an ecologist from the Waterways Experiment Station (WES) was invited to the District for four days. While in New England, Mr. Allen, accompanied by District employees, visited three projects, two river-based projects and one coastal project, in Massachusetts with serious erosion problems to assess and provide recommendations on potential bioengineering solutions.

In conjunction with the visit, Mr. Allen presented a one-hour seminar on bioengineering to a multi-disciplinary audience April 3 in the theater. Mr. Allen discussed various streambank stabilization techniques with emphasis

on practical bioengineering solutions for conditions typical to the New England area. "It was an informative seminar," said Judi Johnson of Evaluation Branch, co-organizer with Bob Russo of Planning Branch. "The audience was very enthusiastic about the possible use of bioengineering for some current Corps projects."

Mr. Allen is the author of Bioengineering for Streambank Erosion Control—Technical Report EL-97-8. This document provides detailed information on bioengineering techniques with some design guidelines, where possible, for flow velocities to aid designers in choosing appropriate treatments. The document can be accessed through the WES website at <http://www.wes.army.mil/el/wetlands/wlpubs.html>. (Click on el97-8.pdf to view or print a copy.)



Chiefs accompany District Commander on site visit

(Top) Thames River Basin Manager Bob Hanacek explains the operating aspects of East Brimfield Dam to Mary Byers, Chief, Office of Counsel, New England District Engineer Col. Brian E. Osterndorf, and Joe Redlinger, Chief of Real Estate, during a site visit May 11-12. East Brimfield manager Keith Beecher looks on. Dick Carlson, Chief of Con-Ops was also present for the trip. Bob Hanacek accompanied Col. Osterndorf on May 11. Reese Morgan joined the Colonel on May 12.



(Below) Robert "Benny" Moretz, manager at Colebrook Lake, points out the gate operating machinery at his project to Colonel Osterndorf.

Photos by Dick Carlson

District moves historical structure in Fort Fairfield

Moving historical monuments is beginning to become old hat to the New England District. Until recently, lighthouses have been the "norm" for the agency, but on April 22, the District took on the challenge of moving the Canadian Pacific Railroad Station in Fort Fairfield, Maine. The District, and its contractor, International Chimney, performed the move as part of the Fort Fairfield Local Protection Project.

The railroad station was moved from its location on Main Street approximately one mile to its new site near the corner of Brown and Depot streets. It took approximately two and one-half hours to move the 74-foot long, 20-foot wide, 24-foot high structure to the new site.

Moving a structure this size is a delicate procedure. After an assessment of site conditions, building dimensions, relocation routes, temporary utility relocations and the need to shore up the station with historically compatible building materials, the movers were able to lift the wood frame structure from its foundation without compromising its historical and structural integrity.

The Canadian Pacific railroad station is currently owned and maintained by Frontier Heritage, the town's local historical organization, and is operated as a railroad museum. The station was originally constructed in 1904 and served the community for over 80 years. It is one of two remaining railroad stations in Fort Fairfield.

Due to its local and regional significance to the community and to the railroad industry in Maine, the Maine State Historic Preservation Officer deemed the railroad station eligible for listing on the National Register of Historic Places. As part of the Memorandum of Agreement to move the structure, the station's condition at its as-built location was documented in accordance with the standards of the Maine Historic Buildings Record before it was moved.

David Larsen is the Project Manager. District employees also involved in the project are Marc Paiva, Jennifer Flanagan, John Perry, Darrell Cullins, Jim Conway, Joe Colucci, and Julie Mackley.



The Canadian Pacific Railroad Station moves down the street one mile from its original site.



Spectators watch as the railroad station arrives at its new location.



Worker lifts utility lines out of harm's way.



Final adjustments are made before the railroad station is placed on its new foundation.

District searches for better ways of doing business

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volving more than one organization is the decision of the Commander and the senior staff."

When investigating initiatives, the RMO staff serves as study managers of the business improvement team. The rest of the team consists of employees of the divisions/separate offices that are directly involved in the process being studied. The business improvement team generally examines initiatives that affect more than one office. "If there's a process that involves multiple organizations or entities, we try to act as an impartial party that examines all sides of the issue to determine what can be changed and, if those changes take place, what the pros and cons will be," said Steve.

The business improvement team has about 30 initiatives it is currently examining. One initiative is digitizing the District library that will allow virtually all documents maintained by our library to be viewed on an employee's desktop computer. "About 38-percent of the District does not work at Concord Park and find it hard to utilize the full services of the library," said Steve. "Virtually everyone in the District has access to a desktop computer and can now get into the Internet, some thing they could not do just a few years ago."

Another area under investigation is the District's field offices that are located throughout New England. The Chief of Con/Ops, Dick Carlson, believes that there may be some opportunities to consolidate some, of these field activities. Such a consolidation may reduce operating costs, increase efficiency, enhance professional development and improve customer service. "There's a whole host of opportunities we can take a look at and that's what we're doing," said Steve.

The study team, at the direction of Dick Carlson, has been formed and is expected to develop its findings and recommendation by the middle of August.

Consolidation and change does not necessarily mean

cutting down the work force. The business improvement process is not in the business of putting people out of work, it is about "fully leveraging our resources," according to Steve. "Simply by changing the way we do business, in my opinion, is improving our chances of avoiding the necessity of having a reduction in force in the future," he said. "The fact is that we are all constantly changing the way we do things. If we do that right and if we do that with some foresight, then we're not talking about eliminating people, what we're talking about is taking a function and changing it."

According to Steve, changes might require employees to learn different skills, but that would place employees in a better position to become skilled in their profession.

There have been several changes brought on by the business improvement team. One is the information technology initiative. "We went from having many different types of computers and servers and software packages to one standardized system," said Steve. "This initiative gives offices the opportunity to share files and data with anyone in the District. We invested a substantial amount of money in that, and it took better than eight to 10 months of planning and execution to make that happen."

Other initiatives that have been put into place are the reorganization and restructuring of the Security Office under Logistics, and the restructuring of the Cape Cod Canal.

Change is constant, and the business improvement team is always looking to the future and how they can make that future more efficient for the District. One possible initiative that is being examined for future study is alternative work sites/work at home. "The trend in quite a lot of industries throughout the country is to allow their people to work from home," said Steve. "I do not think that we are doing that in any formalized way, I know there are a couple of people who have an arrangement with their supervisors. I believe that the commander is interested in identifying whether or not we can do this type of work activity in a more structured, and in a larger way."

According to Steve, there are benefits to employees working at home, and there are costs. "The bottom line is, will the public be better served, will we be able to do things more efficiently and more cost effectively, and so on," he said. "I hope the team will be seriously looking into this by the end of the year."

Other possible initiatives for the future are an electronic management data system that will take all paper documents and put them on disks so that the data can be retrieved from the web, and the District's training policies.

Employees are encouraged to examine the way the New England District does business. Those who have ideas that would improve the way the agency does business should bring them to their supervisors for consideration by the business improvement team.



RMO's Steve Andon speaks candidly on the Business Improvement Process.

District helps dispose of unexploded ordnance

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ends. The chamber will remain onsite a total of three months should additional ordnance be found during the excavation/exploratory stage.

The unit to be used at Massachusetts Military Reservation has the ability to withstand detonation of an explosion equal to 13 pounds of TNT. The chamber has the capacity to detonate two 81mm mortar rounds at one time. During its operation at MMR, the design capability of the chamber will not be exceeded.

The T-10 Donovan Blast Chamber was developed by DeMil International for the U.S. Army Corps of Engineers to destroy hazardous conventional munitions while controlling and containing the detonation and its by-products. The chamber contains toxic metals, organics or energetics within, thus eliminating stormwater, soil and groundwater contamination. Resultant metal scrap is safe for disposal at community land-

fills. It controls overpressure, heat, shrapnel and noise so that personnel may work safely in its vicinity and can safely reenter the chamber within one minute of a detonation.

The T-10 unit includes three principal components, which include the actual detonation chamber, an expansion tank into which detonation gases and overpressures are vented for cooling and pressure reduction, and the air pollution control unit which filters detonation gases to 0.5 microns before discharge into the atmosphere. In addition, the trailer-mounted unit is totally self-sufficient, providing its own generator and compressor.

The National Guard Bureau has contracted with Tetra Tech, Inc., of Pasadena, California, to manage the excavation of test or sample sites within the Impact Area. These sites, the largest of which is approximately four acres, are within the highest-use target zones of the 2,000-acre Impact Area.

As part of the effort, Tetra Tech will excavate to a depth of approximately ten feet, in increments ranging from six inches to one foot, using small mechanical equipment (backhoe) and hand tools. During the activity, the site will most closely resemble an archaeological dig. At the conclusion of the excavation phase, Tetra Tech will prepare a report of its findings.

A demonstration of the use of this chamber was held on June 14. The event afforded the public an opportunity to view the totally self-contained chamber in use and to meet with those who will be operating the equipment and disposing of the debris.

Darrell Deleppo is the Project Manager for the New England District. Other District employees involved with this project are: Heather Sullivan, Kerry LeBlanc, and Frank Fedele. Employees of Hunstville that were also involved with the project were Kevin Healy and David Skridulis.



Leaders among us

*Two District employees recently received promotions for their service with the U.S. Army Reserve. **Wayne Johnson**, Nyanza Project Office, was recently promoted to Lieutenant Colonel in the Army Reserve.*

Wayne is Battalion Commander of the 719th Movement Control Battalion, located in Boston, Mass. He is pictured, upper left, presenting the 94th RSC Commanders Award to Cadet Serena Washnis at the MIT ROTC Award Program.

Wayne has 20 years of military service.

***William "Bill" Gavazzi**, Engineering/Planning, pictured, lower left, also received a promotion to Lieutenant Colonel in the Army Reserves.*

He is currently the Director of the Engineer Operations Division, which is one of three divisions within the Engineering directorate. His division performs maintenance and/or operations for the 40 Reserve Centers in New England. "When New England District finishes a project, my staff operates it," he said.

Bill has 15 years of military service.

Are you all you can be? You're next promotion is at stake!

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to which you are applying or not, do your homework to find out what the goals and strategies of that organization are, be able to articulate how you fit into that organization's vision, and impress the panel that you can provide energy and enthusiasm towards the accomplishment of its strategic goals. Remember that the panel members that will make a selection determination deal with issues that are two or more levels higher than the ones you are currently dealing with, and they are looking for someone that can relate to them at the higher levels. You will not be selected for a position in which you are expected to make strategic contributions, if you cannot relate to that corporate strategy, especially if you are a member of that organization and should know what it stands for. If you have a home field advantage, learn how to use it.

Life is all about decisions. You must decide for yourself how you will increase and enhance your promotion potential. As in any life decision, the choice of one path diminishes the opportunities to walk down others. An investment in self-development, through continuing education or time spent with professional organizations, accepting another assignment or studying to attain a professional license all involve sacrifices, and only you can decide to what extent you are willing to make them.

However, once you have chosen the right and proper balance between self-development and all the other things going on in your life, take the time to craft your Individual Development Plan. Work with your supervisor or others that have gained positions you would like to get to and find out what you have to do to prepare yourself. Develop a long-

'Life is all about decisions. You must decide for yourself how you will increase and enhance your promotion potential.'

- Col. Osterndorf

term strategy for self-development and be flexible enough to seize opportunities when they arise. Whatever you choose as personal and professional goals, be goal-oriented by putting yourself in the best position to attain them. All you can be is what you choose to be.

Editor's Note: Many of the District Senior Leaders will be contributing their perspectives on this and similar topics. Below are Ken Hitch's thoughts.

You are responsible for your own future

by Ken Hitch
Chief, Engineering/Planning



I have been here 18 months now and have been involved in several GS-14 selections, several GS-13 selections and several panels for promotions to GS-12 in New England. It isn't any different here than in Alaska as far as getting promotions is concerned.

Career planning and your next promotion depends on you. Don't expect your Supervisor to "take care of you." Take the initiative to ask your supervisor to sit down with you and discuss your Individual Development Plan. And then take action on your own to improve yourself.

A couple of things have stood out during the past selection panels:

1. The application packages of our staff are not as good as some others. You have to write your resume to emphasize your strengths and build strengths where you might be weak. Show your specialized experience but be

aware that selection panels are also looking for what you have done in areas of teamwork, advanced education, leadership, professional writing and affiliation, EEO, career and geographic mobility, and self development in your private life as well as at work. If you can't show something in one or more of these areas then you need to do even more in the other areas to be competitive.

2. Some of our staff did not prepare for the interview. In an interview, you have to assume that no one knows you and be as aggressive as you can be to let the panel know that you really want the job, that you are the best person for it, and that if you are chosen, you can make the District better.

All panels use very similar questions. So you have to go in prepared to answer them. For example, one question always asked is "Why should you be selected for this position?" You should know all you can about the position and the future goals of the organization and explain how you can make them happen; how your background makes you the best choice. Many people have trouble tooting their own horn. But if you don't toot it, no one will.

In the near future, we will be providing further advice on how you can improve yourself.

Where are they now?

Construction retiree Al Laraway enjoys skiing, traveling and working part-time

George A. "Al" Laraway, like many of the Corps' New England retirees, decided on a part-time career after his retirement from the government with 31 years of service. "I spend the construction season, say late April through Thanksgiving, working for a western Massachusetts consulting firm on various projects throughout that part of the state," said Mr. Laraway.

During the winter, Mr. Laraway says that he spends part of the season skiing around New England and as a volunteer ski patrol at a small area in the Berkshires. "I also do various projects around the house," he said. "My summer weekends are spent at our little camp on Highland Lake in Stoddard, New Hampshire (company always welcome!)."

Since his retirement, Mr. Laraway has also fulfilled a longtime ambition to ski the Swiss Alps and the mountains of the western United States. "My wife and I have also been doing some traveling together -- such as a cruise to Bermuda and a driving tour of the California coast," he said. "This is something I hope we continue on a regular basis. I will try to take at least one fairly long trip each year during the winter or early spring."

When asked who from the retirement community he still keeps in contact with, Mr. Laraway named Charlie Miller, formerly of the Western Area Office. "I keep in touch with the folks still at the Western Area Office, too," he said.

According to Mr. Laraway, his decision to retire was a good one. "The opportunity to take an early out is really a great one, provided one's financial situation permits it," he said. "It provides someone a chance to try something else with their life while they're still young enough. It is important, though, to



Al Laraway at his desk when he worked for the Corps' Western Area Office

stay active, both mentally and physically. I've found that travel, regular exercise and recreation, involvement with others, and the challenge of at least one part-time or seasonal job are key to enjoying this phase of life and career."

Mr. Laraway joined the Corps in New England in 1973 as a Hydraulic Engineer for the Reservoir Control Center. During his career, he spent nearly 10 years as the Engineer-in-Charge of the District's Vermont Project Office. He retired as a Civil Engineer in Construction Directorate's Western Area Office in Chicopee, Mass. He received numerous Sustained Superior Performance awards during his time as a Civil Engineer.

Before joining the Corps, Mr. Laraway spent five years working for the U.S. Geological Survey. In addition to his civilian federal service, Mr. Laraway spent 21 years in the Naval Reserve and retired as a Commander in 1988.

Mr. Laraway received his Bachelor

of Science Degree from the University of New Hampshire. He is a member of the Evangelical Covenant Church, the Springfield Ski Club, the National Ski Patrol, and the Naval Reserve Association.

He and his wife, Nancy, are the parents of two adult children.

Editor's Note:

Are you retired and want to let your New England District friends know how you're doing? Write us! The Yankee Engineer features a closer look at those individuals who made contributions to the Nation and who also happen to be members of the Corps' family in New England. If you are interested in receiving and filling out a personal update form/biography, please write to Ann Marie Harvie care of the PAO at 696 Virginia Road, Concord, Mass., 01742 or by e-mail at annmarie.r.harvie@usace.army.mil.

Dredging up the past . . .



Engineering Division and Distinguished Civilian Gallery member Phillip Manley receives the Commander's Award for Civilian Service in this circa 1989 photo.

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